




## Taking Control of What You Can Using Triage to better workflow

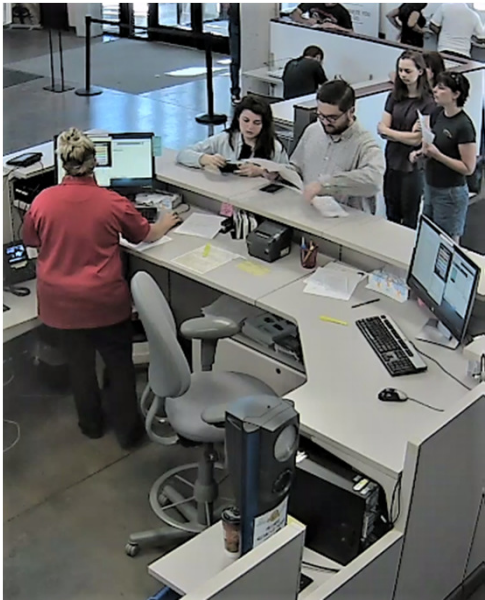
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**Triage:** A screening activity  
*(determines if work should enter the system)* that assigns a priority or category of work.

Why it's important:

- We shouldn't necessarily accept all work into our systems.
- Not all incoming work has the same level of difficulty or complexity.
- If everything is a priority..... nothing is a priority.

A photograph showing a service center environment. A staff member in a red shirt is seated at a long counter, interacting with a customer. Other staff members are standing behind the counter, and a line of people is waiting. The setting appears to be a government office or a large retail service center.

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## Triage

### Key questions:

- What criteria is used to screen incoming work to make sure it is appropriate to enter the system?
- What resources are used to perform the triage function?
- Is work assigned a priority level or is it “first in first out”?
- Can some incoming work be diverted, expedited or completed faster—“one and done”?



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## Using Triage to Better Workflow

Problems faced by a high volume Driver License field office that contribute to longer waiting times for customers.

- Many people trying to get service at the same place and at the same time.
- Customers waiting in a queue or line, all needing different services.
- Employees serving customers on a first come-first serve basis.

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## Using Triage to Better Workflow

### Why is a first come-first serve queue or line problematic?

- Some transactions require a lot of data entry, document verification or other procedures and may take longer than others.
- Some transactions are complex and complicated.
  - For example: reinstating a driving privilege or correcting a driver record.
- The majority of transactions are for a renewal or duplicate certificate. This process is shorter and requires less time to complete.

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## Using Triage to Better Workflow

### Why is the office so busy?

- Certain times of the day are busier such as lunch hours and late afternoon.
- First time drivers such as teenagers start arriving in more numbers in the mid afternoon when schools get out for the day.
- Usually the offices receive much more traffic after a holiday or during the summer months.

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## Using Triage to Better Workflow

Why are Driver License offices so busy?

- Population growth
- Law changes/Legislation
- School/Work schedules
- Seasonal fluctuation

What are some of the constraints we found in the process flow?

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## Using Triage to Better Workflow

What are some of the constraints in the process flow?

- The manner in which we were screening customers to ensure they had the required documentation was creating a constraint.
  - Customers were waiting in line to get to a check-in point. At this location we would take a photo of the applicant and look over the documents for the standard needed forms. What we were not doing is looking up each individual record to make sure there was anything else, out of the ordinary, that they needed.
- The thinking on this was if we checked them before they received a number, they would not have to wait in the long queue and then be sent away.

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### Why was this method causing a back up?

- The line to get a picture and the screening process became just as long as the time it took to get called up.
- The customers were still being sent to get required documents because their record was not verified by an examiner to ensure they knew everything that they might need to bring back.

In the name of trying to speed up the process we were actually slowing it down.

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## Using Triage to Better Workflow

### Why was this method causing a back up?

- If an applicant was sent away, they would be told to return to the counter without having to get a new number since they already waited once.
- This caused an unexpected constraint since now there were customers coming in and being helped before other customers who were waiting with a number. This made the wait times longer as the day progressed.

We were addressing the problem in the wrong manner!

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## Using Triage to Better Workflow

### What was the fix?

- Stopped the pre-screen process at the camera.
- Determined what service the customer needed and captured a photo.
- Issued a number that corresponds to the needed service.

This greatly reduced the time it took to get a number and a photo and reduced the time spent in line by a significant amount.

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## Using Triage to Better Workflow

### What was the fix?

- Using the queueing system, customers were separated into service types.
  - For example, if a commercial driver comes in to renew, they will be served by a commercial examiner without having to wait in a queue with unrelated categories or service types.
- The queueing system was used to allow less complicated transactions such as renewal or duplicate licenses, to be kept separate from reinstatements and other more complex transactions.

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## Using Triage to Better Workflow

- Examiners who are the most efficient can be assigned to call the service type that is the highest demand such as renewals or duplicates. This means we can move those customers through the process much faster at the peak times.
- Examiners can be assigned to call specific service types at peak times of the day.
  - During school months, large numbers of students are applying to get a permit after 3:00 each day. A supervisor can prepare for that by assigning more examiners to call provisional or learner permit service types at the peak times ensuring applicants can begin testing.

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## Using Triage to Better Workflow

### Eliminating other constraints

- Using the triage method, we increased our productivity and reduced our wait times. This eliminated the policy of having customers return and come straight to the counter when returning with needed documents. All customers receive a number to be served.
- By screening customers at the service counter, we can look up each person's record before sending them to get documents. This ensures they know everything they will need to do or bring before returning, greatly reducing multiple trips.

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## Using Triage to Better Workflow

By using these triage techniques along with online scheduling, the average customers visit to the DLD is very fast and accurate. Our employees and customers are much happier.

- 43% improvement in the number of customers being served within 3–8 minutes
- 16,000 more customers seeking services per month
- Average wait times are currently among the lowest in the nation at 5 minutes

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## RULES OF FLOW FULL KIT

**GARY SCHELLER**

Utah Commission on Criminal and Juvenile Justice  
Utah Office for Victims of Crime

**Crime Victim Reparations Program**

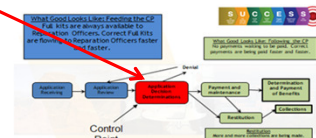


## What is Full Kit?

Having EVERYTHING required to complete a task or start a project;

**BEFORE** starting the critical task or project at the **control point or critical activity** of your **Flow**

### Victim Reparations Eligibility Determination Process



- What Good Looks Like At The Control Point
  - Reparation Officers are spending their time producing decisions; and are spending more and more of their time on tasks only they can do.

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## Benefits of a *Full Kit*

**A Full Kit** benefits each objective of *Maximizing the Control Point*

**Maximum Capacity Cannot be Achieved Without Full Kit**

### CONTROL POINT



How to maximize capacity at the control point:

- Make certain it is doing what it should be doing
- Make certain it stops doing what it should not be doing
- Make certain it has the right amount of work to be effective
- Make certain it has what is needed to do the job

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## Building *Full Kit*

- What is the key product of your *Control Point*?
- What items, elements or aspects are required to go into the *Control Point* to create that product? **Be specific and descriptive**  
These should be part of your *Full Kit*
- The absence of (\_\_\_\_\_) in the *Control Point* slows or stops the delivery of the key product from the *Control Point* **Be specific and descriptive**  
These Should be a part of your *Full Kit*

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## Achieving *Full Kit* Status

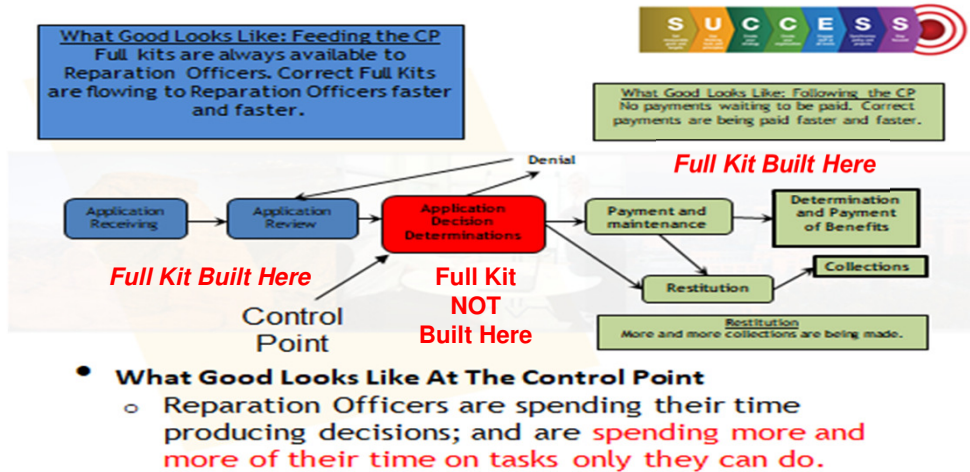
Who builds or compiles *Full Kit*?

**Not those responsible for executing the *Control Point***

- Examine processes which occur prior to and after *Control Point*
- Examine roles and duties of staff not involved in executing *Control Point*
- Examine every internal resource available
- Examine every external resource available **(nothing beats free *Full Kit* delivered to your door!!!)**

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# Victim Reparations Eligibility Determination Process



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## Utah Crime Victim Reparations Program

Program launch April 2013

<u>April 2013</u>		<u>April 2013 to Oct. 2013</u>	
• 281	Applications Processed	• 373 ave	Applications Processed
• 17.26 ave	Days to build Full Kit	• 18.68 ave	Days to build Full Kit
• 30.11 ave	Days through Control Point	• 19.92 ave	Days through Control Point
• 47.38 ave	Days total process	• 38.61 ave	Days total process
• 38%	Processed 45 days or less	• 71%	Processed 45 days or less
• 19%	Processed 30 days or less	• 34%	Processed 30 days or less

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## Utah Crime Victim Reparations Program

### Oct. 2013 to April 2014

- 400 ave      Applications Processed
- 15.86 ave    Days to build Full Kit
- 11.52 ave    Days through Control Point
- 27.38 ave    Days total process
- 85%          Processed 45 days or less
- 63%          Processed 30 days or less

### April 2014 to Oct. 2014

- 384 ave      Applications Processed
- 13.58 ave    Days to build Full Kit
- 8.99 ave     Days through Control Point
- 22.57 ave    Days total process
- 92%          Processed 45 days or less
- 73%          Processed 30 days or less

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## Utah Crime Victim Reparations Program

### April 2013 **Where we started**

- 281            Applications Processed
- 17.26 ave    Days to build Full Kit
- 30.11 ave    Days through Control Point
- 47.38 ave    Days total process
- 38%          Processed 45 days or less
- 19%          Processed 30 days or less

### Oct. 2013 to April 2019

- 433 ave      Applications Processed
- 19.59 ave    Days to build Full Kit
- 9.75 ave     Days through Control Point
- 29.34 ave    Days total process
- 85%          Processed 45 days or less
- 61%          Processed 30 days or less

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